



## **Internship Report**

# AN EXPLORATORY STUDY ON THE EFFECTIVENESS OF THE RECRUITMENT AND SELECTION PROCESS OF SQUARE TOILETRIES LIMITED

**Prepared by: Khandker Nabil Abrar**

**ID: 12104096**

**BRAC Business School**

**Submission Date: 22 May 2016**

**Submitted to: Ms. Humaira Naznin**

**Senior Lecturer**

**BRAC Business School**

## **Letter of Transmittal**

22 May 2016

Humaira Naznin  
Senior Lecturer  
BRAC Business School  
BRAC University  
66 Mohakhali  
Dhaka 1212

**Subject: Submission of Internship Report on “An exploratory study on the effectiveness of the recruitment and selection process of Square Toiletries Limited.”**

Dear Madam,

With due respect I want to say that I am very glad for having this opportunity to prepare and present the internship report which is on “An exploratory study on the effectiveness of the recruitment and selection process of Square Toiletries Limited” to complete the BUS 400 course as a completion of my Bachelor’s degree. It has been a wonderful experience for me while doing the internship program as well as completing the report with practical contents.

The internal content of this report is based on the recruitment and selection process of Square Toiletries Limited which is coordinated by the Human Resource Department. I want to show my gratitude to you for your encouragement, effective guidelines and support. Lastly, it is a matter of great joy for me to present this report to you.

Sincerely Yours,

Khandker Nabil Abrar

ID: 12104096

## **Acknowledgement**

Firstly I want to thank Almighty Allah for everything. With the help of Almighty and parents' blessings finally I have successfully completed my three months long internship at Square Toiletries Limited. And now the final report of the internship has been prepared as a part of BUS400 course.

I must remember to say my gratitude to the honorable faculty member Ms. Humaira Naznin, senior lecturer, BRAC Business School for her endless support, inspiration and guidance during this internship. This report has been prepared and presented to her for the assessment and final evaluation of this course.

I must not forget to mention my appreciation to Ms. Monami Haque, AGM-HR, Square Toiletries Limited under whose supervision I went through my internship. Moreover, my thanks go to Mr. Muhammad Shahnur Rajib and Mr. Masudur Rahman Executive, HR of Square Toiletries Limited for their kind support and most importantly for providing the learning opportunity to me during the internship tenure. At the same time my thanks go to the other colleagues of Square Group who provided me infinite hold up and helped me to learn the situation of the real business world.

Last but not the least, I am grateful to BRAC University which is the reason I am standing here at the edge of earning my bachelor degree successfully.

## **Executive Summary**

This report is prepared with view to identify the problems of the recruitment and selection process of Square Toiletries Limited. A comprehensive research has been conducted on the recruitment and selection process of the company. The report highlights the problems of the recruitment and selection process which is comprised in the findings chapter of the report. Some betterment in areas like background check, better training facility, introduction of computerized inventory system, standardization of question paper, medical test before joining, competitive salary packages are the key findings of the research. These findings have been included with detail analysis. In the later part some recommendations for the betterment of the process have been included. Some of the key recommendations are inclusion of more steps in the selection process, introduction of specialized trainings, modifications of the existing interview evaluation forms, alteration in the advertisements, participations in job fairs etc. The report has been prepared with qualitative data collected from the employees of the company. To collect information face to face interview with semi structured questionnaire was used Moreover, in the project part of the report the entire recruitment and selection process has been described with some examples of the company's recent recruitments. Each steps such as HR planning, recruitment sources, CV sorting, written test, interview and making the final job offer etc have been explained in the project part of the report. The core job responsibilities of an intern in the company is included in Chapter 2 of the report which is also one of the sources of collecting information since the authors' own observations have been included as well in order to identify the problems.. The report as a whole gives a comprehensive idea about the recruitment and selection process of the company. Despite having the challenges I finally noted some problems that can be terminated in order to develop the process.

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# CHAPTER 1

## THE ORGANIZATION

## **1.1 Introduction:**

At present, the business world no longer stands on its primary concerns rather it goes beyond with various new subsidiaries. It not only helps to spread its business in different sectors but also it is great source to employ big number of people along with the maximization of profit. There are examples of such businesses in international arena however in Bangladesh there are glaring examples as well. Square group is one of those examples which started with a tiny center but now standing as one of the pioneers in the country.

Square Toiletries Limited is one of the key concerns of Square group. It currently employs more than 2000 employees all over the country. To ensure the proper management of this huge manpower it requires a sound HR policy and most importantly the best manpower in the HR department as well. Square Toiletries Limited has got a very effective HR team which is always active in ensuring a friendly working environment, successful recruitment-selection, job satisfaction and maintaining day to day HR operations. This report focuses on the recruitment and selection process as a whole. The entire process includes the recruitment sources, the recruitment/selection criteria, CV sorting criteria, written tests, interviews etc.

The internship opportunity at the HR department of Square Toiletries opened the chance for a great learning occasion for a BBA student. Being a HRM major an internship program at this company takes a student to the top of a learning curve which one can carry towards his challenging journey to the corporate world. This report includes the best learning output during the internship program along some critical observations and recommendations as well.

The report additionally includes the company history along with their product offerings. Moreover, the company's future vision and other aspects as a whole are comprised in the body of the report. Combining with the project part the report also includes the job responsibilities of an intern at Square Toiletries Limited (STL). The report gives an overall idea regarding the recruitment and selection process along with some sight about their HR operations as well. The project ends with some its problem identifications, challenges and recommendations for further betterment.

## 1.2 Company History:



Square Toiletries belongs to a unique nationality. In every footstep - from inimitable history of cultural heritage to the love for mother dialect to the glorious freedom fight to our beautiful flora and fauna – we are only one of its classes. This unmatched feature of us is also acutely rooted to every one of us in our individual affinity, enthusiasm, needs, dreams and hopes. At STL they believe in the importance of uniqueness both at individual and national level. Being a part of the most admired local conglomerate of Bangladesh - Square Group, it helps to gain the expertise and upheld somber eagerness in fulfilling the expectations with the quality product ranges through utmost sincerity. They consider their clients, customers as unique in terms of their needs, and to satisfy that STL have pooled a unique team of dedicated employee and stakeholder. Only for them Square Toiletries is relentlessly striving to be "as unique as you". ("SQUARE TOILETRIES LTD" 2016).

SQUARE, today symbolizes a name - a state of mind. Fifty years of hard work, passion and commitment have brought us where we are today from the very inception in 1958, when Square Pharmaceuticals Ltd, the flagship company of Square Group, was established. Today Square Group has burgeoned into one of the top-line esteemed conglomerates in Bangladesh ("Square: The Rise Of A Giant").

Square Toiletries Ltd. started its journey in 1988 with a single product as a separate division of Square Pharmaceuticals. In 1994, Square Toiletries Ltd. became a Private Ltd. Company.



At present, STL is the country's leading manufacturer of international quality cosmetics and toiletries with 20 brands and more than 55 products covering a wide range of categories like skin care, hair care, oral care, baby care, fabric care, scourers, male grooming and OTC.

Besides core business functions STL has long been taking active part in different philanthropic activities like employment generation program for vulnerable community, financial aid to disadvantaged and natural disaster affected people, helping acid victims, tree plantation, creating mass awareness on health and hygiene issues, supporting in education and various local community programs and many more ("SQUARE TOILETRIES LTD"2016).

Some other concerns of Square group are ("SQUARE PHARMACEUTICALS LTD", 2016):

Square Pharmaceuticals Limited
Square Toiletries Limited
Square Hospitals Limited
Square Food and Beverage Limited
Square Textiles Limited
Square Herbal and Nutraceuticals Limited
Square Informatix Limited
Maasranga Communications Limited
Square Fashions Limited
Mediacom Limited
Maasranga Productions Limited
Sabazpur Tea Company Limited
Aegis Securities Limited

- **Square Herbal and Nutraceuticals Ltd.**



- **Square Cephalosporins Ltd.**



- ★ **Square Hospitals Ltd.**



- **Square Informatix Ltd.**



- **Media Com**



- **Maasranga Television**



- ★ **Maasranga Production**



- **Sabazpur Tea Company Ltd.**

### 1.3 Vision and Mission:

#### Vision

Square Toiletries Limited attempt to understand the unique needs of the consumer and translate that needs into products which satisfies them in the form of quality products, high level of service and affordable price range in a unique way. ("SQUARE TOILETRIES LTD").

#### Mission

- To treasure consumer understanding as one of our most valued assets and thereby exerting every effort to understand consumers' dynamic requirements to enable us in offering maximum satisfaction.
- To offer consumer products at affordable price by strictly maintaining uncompromising stance with quality. With continuous R&D and innovation we strive to make our products complying with international quality standards.
- To maintain a congenial working environment to build and develop the core asset of STL – its people. As well as to pursue for high level of employee motivation and satisfaction.
- To sincerely uphold the responsibility towards the government and society with utmost ethical standards as well as make every effort for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings ("SQUARE TOILETRIES LTD").

### 1.4 Product Offerings:

The product list of square toiletries has reached a wide variety. Starting from hair care to men grooming it gets products for baby care as well as dish washer. In early days STL started its journey with only one product called Jui coconut oil, now it has 20 different brands. Among them Jui, Meril products, Sepnil, Senora, Supermom, Kool etc are some of the leaders in the FMCG arena in Bangladesh. All these products are giving a good fight against their competitors such as Unilever, ACI, Meghna group, Abul Khair, Abdul Monem, PRAN, Kohinoor Chemicals, Reckitt Benkiser, and GlaxoSmithKline etc. Square Toiletries has got their factories in Rupshi (Narayanganj) and Pabna where all these products are being manufactured. Moreover, the

production department both in factory and in the head office is working hard to come up with new products to meet their customer needs.

Their product list has currently got the following twenty brands:

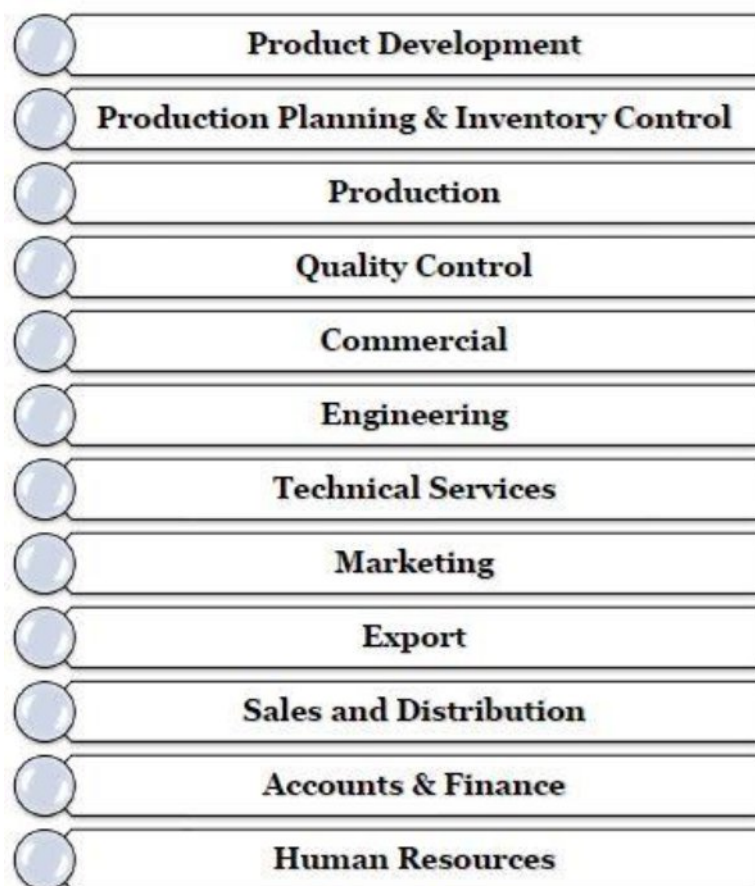
Jui	Senora	Sepnil	Select Plus
Meril Baby	Spring	Magic	Shakti
Meril Protective Care	Xpel	White Plus	Saaf
Meril Splash	Kool	Freshgel	Madina
Revive	Chaka	Chamak	Supermom



Currently these products are not only serving the people of Bangladesh but also nowadays being exported as well. Square Toiletries Ltd. is one of the few Bangladeshi companies that is successfully exporting its products in foreign countries ("SQUARE TOILETRIES LTD"). Besides serving the people of Bangladesh, STL is exporting its products in:

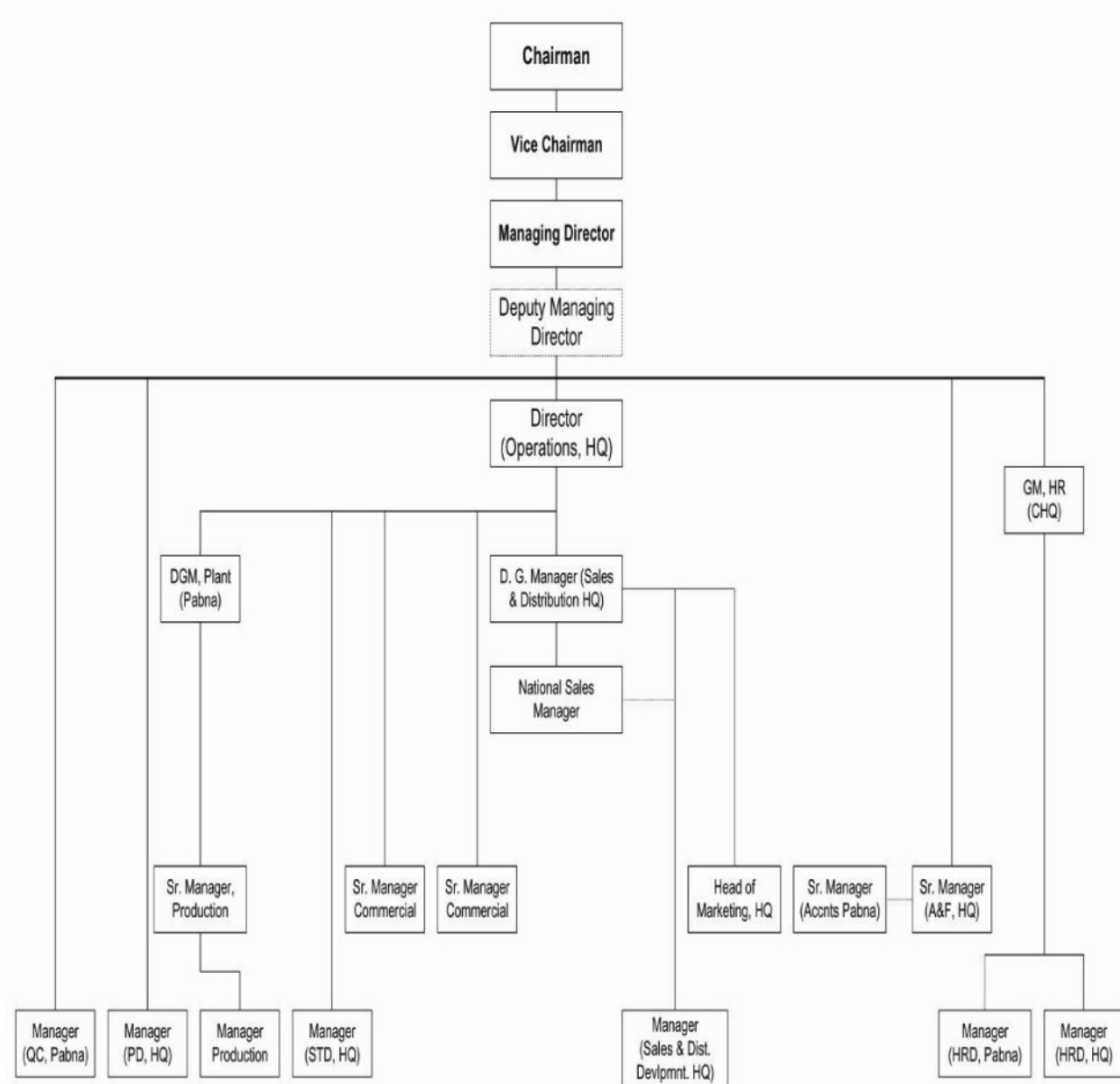
India	Myanmar
Malaysia	Bhutan
UAE	Qatar
Singapore	Kuwait
United Kingdom	Germany
South Africa	Australia

### 1.5 Departments of STL:



These are the various departments of Square Toiletries Limited. Being a HR major I got the opportunity to work at their Human Resources department. Among all the departments HR, Sales, Marketing, Production, Export, Commercial, Accounts and Finance, MIS are located at the head office in Dhaka. Rests of them are distributed in factories at Rupshi, Narayanganj and Pabna.

## 1.6 Organogram of STL:



**Fig: Organizational organogram of Square Toiletries Limited**

This is the operational organogram of Square Toiletries Limited. The organogram is updated once every year after consultation with the department heads.

## CHAPTER 2

# JOB RESPONSIBILITIES AT SQUARE TOILETRIES LIMITED

I got the opportunity to do a three months long internship program at Square Toiletries Limited starting from January 2016. Being a HRM major student it seems to be the perfect field for me to gain the practical knowledge that I have learned theoretically. The opportunity at Square toiletries opened the door for me to link the different theoretical aspects with the job.

### **2.1 Job Responsibilities:**

My core responsibility at STL was to assist the recruitment and selection team. Currently the recruitment is done by the two executives of the HR department Mr. Muhammad Shahnur Rajib and Mr. Masudur Rahman lead by the AGM-HR Ms. Monami Haque. As an intern my work was to get involved in every steps of the recruitment to make the process easier and effective. Starting from collecting CV, the sorting of the CV maintaining contacts with the applicants and coordinating written test/interviews are some of the core activities of an intern at STL. As a whole the main responsibilities are:

- Collecting CV
- Sorting CV
- Maintaining contact with the applicants via phone call
- Summarizing candidate information
- Coordinating written tests and arranging interviews
- Assisting in the training programs
- Employee file management
- Preparing Job confirmation letters and hiring proposals of new employees

All the above mentioned responsibilities are mostly related with the recruitment process of the company. All these responsibilities are challenging at their own way. Initially the all these works seemed to be quite challenging and stressful which ultimately turned out to be enjoyable the ending part of my internship program. The detailed information regarding my job responsibilities can be described as follows:

- **Collecting CV:** After the job advertisement goes to the newspaper/online portal, CV start to flood the CV bank of the company. It appears both in email as well as via mail (hard copies) since the company keeps both options open for the applicants. Collecting them properly and keeping them with care was a prime responsibility of an intern at STL.

- **Sorting CV:** Depending on the position applied for, the CV are shortlisted following some certain criteria. This criteria depends on the position applied for. Criteria include education, job experience, relevant working field etc. Depending on the position these criteria are flexible as well. In the later part of the report these criteria are explained along some positions where I was involved in the recruitment. The best learning was in here since I got the opportunity to find the various qualifications, skills, experiences etc of applicants with different background.
- **Maintain contact with the candidates:** Calling the shortlisted candidates and letting them know about their test/interview schedule was another prime job of the intern at STL. It is quite challenging in my sense because it is not always easy to communicate with a person via phone call to let him/her know about their test schedule. Moreover, sometimes many CV come from the internal CV database of STL or through employee referrals. In this situation it is required to convince and motivate the applicant toward Square Toiletries Limited so that they gain the interest to take part in the written test/interview. As a whole the attendance percentage of the written test/interviews mostly depends on the result of the phone calls made by intern. Nevertheless, it helps to develop the communication skill of a person in a different way.
- **Summarizing candidate information:** Before the interview sessions all the candidates information are summarized in one MS excel file so that the interviewers can know the key information by looking at the summary at a glance. From the CV the information are collected and put them in a particular format is the job of the intern here. The accuracy and minimizing the minor mistakes is crucial here since this information directly goes to the top hierarchical level employees who conduct the interview. It was a great learning opportunity for me as I went through all the shortlisted candidates profile and learnt the skills the best candidates come up with.
- **Coordinating written tests and arranging interviews:** During the written tests invigilating and ensuring the proper management of the exam halls is another core job of the intern. Similarly arranging all the documents for the interviews, looking after the candidates' attendance during the interviews. Coordinating writing test was highly challenging as handling a large number of candidates was something new for me also



ensuring the ethical standard during exam was a prime responsibility of mine which I always maintained strongly.

- **Assisting in the training programs:** Almost in every month a training program for the Sales Representative (SR) took place in STL. I was given responsibility to take their exams/evaluations. Also, I ensured that all the sessions take place on proper time. As a result I had to travel different departments to find the trainer and let him/her know about the schedule of training. At the same time ensuring the needs of the trainees was my responsibility to accomplish. Working in the training program highly helped me to boost my public speaking skill as well as communication skill since I had to address a big number of people with lone effort.
- **Employee file management:** Management of the existing employees' files is done by the intern at the HR department of STL. Making sure that all the required documents are in the personal file of the employee and report to my supervisor if anything is missing was a job which needs extra concentration.
- **Preparing job confirmation/ hiring proposals:** Preparing the job confirmation letter for the new employees who successfully complete their provision period is done by the intern at STL. Also, the hiring proposal which goes directly to the Managing Director and the GM-HR also is prepare by the intern on most occasion. This was always done with extra care since it goes directly goes to the MD for approval. A given format is followed for the making of hiring proposal.

## CHAPTER 3

### THE PROJECT

### 3.1 Objective of the Project:

This report is based on the job responsibilities that I performed during my three months long internship at Square Toiletries Limited. Certainly this internship was a must need every BRAC University student to put a flourishing end to their BBA program. This report shows the reflection of the works that an intern does at Square Toiletries Limited as a part of the internship program.

The primary objective of the report:

- To identify the effectiveness of the Recruitment and Selection process of Square Toiletries Limited by discovering the problems of the process.

There are few secondary objectives that come similarly to the core objective. The secondary objectives of the report are:

- Relate the theoretical knowledge with the real workplace
- Explore the actual business world
- Successful completion of the Internship course to earn the BBA degree.

### 3.2 Methodology

This is a qualitative report containing qualitative data regarding the effectiveness of the recruitment and selection process of Square Toiletries Limited. All the information gathered are descriptive hence the result is qualitative as well.

#### ▪ **Selection of the topic:**

The topic is based on the work I had done at Square Toiletries Limited during my three months long internship program in their HR department. My internship advisor assigned me to work on the given topic after repeated discussion with me regarding the topic selection. The given topic goes properly with my job responsibilities hence it can be considered as a perfect selection.

#### ▪ **Sources of data:**

Data for the project have been collected both from primary sources as well as secondary sources. The primary sources include:

- Face to face interviews with employees/candidates of Square Toiletries Limited.

- My own observations regarding the recruitment and selection process

The secondary sources comprise:

- Internet
- Newspaper articles
- Text book

All the above mentioned sources have been used to furnish different part of the report. Combining all the comprehensive report has been established.

#### ▪ **Collection of data:**

Primary data have been collected with face to face interviews with the employees of HR, sales, MIS and production department. The purpose of including other department employees apart from HR is because these are the other department where I worked on recruitment purpose. The sample size for collecting data was 20 which include 17 employees and 3 candidates. A semi-structured set of questionnaire was used to interview the employees/candidates. The questionnaire has been attached in the appendix part of the report. Apart from the questionnaire set more additional questions were asked accordingly to find relevant information that fulfills the objective of the report.

I collected secondary data from company website, newspaper articles and text books. Company history, their product line and other company related information are collected from STL website as well as websites of other concerns of Square Group. Some newspaper articles helped to learn about their development and their involvement other sectors. Lastly, text books helped me to relate various HR topics with my job responsibilities.

All the data sources have been shown in the reference part of the report; additionally the appendix section includes supporting qualitative data that help to interpret the data.

#### ▪ **Interpretations of data:**

Since it is a qualitative report all the received data has been shown in descriptive manner. Some tables and diagrams have been inserted in order to present and interpret them.

Additionally, the appendix part shows the supporting data that help to interpret the included data.

▪ **Findings of the study:**

The findings of the study have been presented as descriptive form in the later part of the report. The findings are followed by some recommendations of my own.

### **3.3 Limitations:**

The internship program itself was quite challenging to accomplish in these three months. Similarly, gathering proper information for this report purpose was another big challenge. Getting all the required information by overcoming all the challenges was a good learning experience for me as well. As a whole the limitations of this report can be detailed as follows:

- Many employees were too reluctant to give time for an interview
- Unwillingness of most of the candidates to provide information
- Confidentiality of many information was a big limitation of this report
- Time constraint was a limitation too. In the three months I got the opportunity to get involve in few recruitments only. A longer period could have helped me gain information from various recruitments.

Overcoming all these challenges and at the end preparing this report was a new learning experience for me. The report may contain some unintentional minor mistakes however I always tried my level best to put the finest outcome in it.

### 3.4 The Project:

The core topic of the report is to identify the drawbacks of the recruitment and selection process of Square Toiletries limited. Before focusing to the downsides of the process it is required to learn about the process all together. Square group as a whole at present employs more than 45000 employees. Being one of their major concerns Square toiletries limited employs a big number as well. Currently Square Toiletries Limited is employing over 2,000 employees ensuring their consistent welfare and security. Due to its sociable working environment and highly motivated employee, STL is enjoying one of the lowest employee turnover rates, which is approximately less than 10%. STL emphasizes on equal employment opportunity resulting in 38% women employees. Besides, STL also provides employment opportunity to physically challenges persons ("SQUARE TOILETRIES LTD").

### 3.5 Recruitment Sources:

These huge numbers of employees of STL are located in three core locations which comprise the head office in Mohakhali Dhaka, Rupshi Narayanganj and Pabna. Moreover there are more employees from the sales department who are responsible to look after various markets all around the country. This massive manpower is from a various background therefore proper recruitment sources are needed in order to grab the attention of the best candidates. STL uses both external and internal recruitment sources to hire manpower for their required posts.

The process of recruitment starts with a requisition raised by the respective department head informing the vacancy of that post. When HR department receives the requisition they start taking action to post advertisements to relevant source. Based on the requirement of the vacant position HR takes decision about the source. To recruit for various positions STL uses the following sources:

**Advertisements:** Square Toiletries Limited posts their job circulars as advertisements in two different mediums: Online Job Portals and Newspaper.

- **Bdjobs.com** : bdjobs.com is the core recruitment source of most of the concerns of Square group. Most of their job advertisements go to this online job portal. Similarly Square Toiletries Limited also posts their job advertisements to this site as well. To ignite the process HR collects the required job responsibilities and qualifications from the

respective department which they send to Mediacom (a concern of Square group) who prepare the Advertisement as a .jpg image. When the advertisement is ready the AGM-HR of STL approves it and been sent to the bdjobs.com to get published.

- **The Prothom Alo:** Popular Bengali newspaper the Prothom Alo is another recruitment source of Square Toiletries Limited. Similar to the previous process they sent the prepared image to Prothom Alo. This source is only used for the non-executive level posts especially for the bottom level employees of the Sales department (Sales Supervisors and Sales Representatives).
- **The Bangladesh Protidin:** This is the latest inclusion in the recruitment sources of this company. Since The Bangladesh Protidin is considered as the most sold newspaper currently in Bangladesh due its cheap price and wide availability STL decided to post job advertisements here for the posts of Sales Supervisors and Sales Supervisors merely. The response after posting here was good as they received adequate number of CVs from where they were able to select their required number of employees successfully.
- **Campus recruitment:** Another new inclusion in the recruitment sources of STL is campus recruitment. STL attended a job fair organized by bdjobs at Dhaka Polytechnic Institute at Tejgaon. They successfully collected CVs of 500+ fresh graduates which they later on used during the recruitment of Machine Operator, Lather Machine Operator etc.

**Internal Sources:** Apart from the external sources it is inevitable to have some internal sources. The internal sources include Job posting, Employee referral and succession planning.

- **Job Posting:** STL very frequently hires large number of non-executive employees for both its factories in Rupshi, Narayanganj and Pabna. These non-executive employees include Machine operator, Generator operator, Lathe Machine operator, Drivers etc. For these types of employees STL always share the advertisement via email among all the employees including head office and factories. According to them to hire employees of these kinds it is the best and easiest source since most of the candidates come from the reference of other employees and they try to bring the candidates for the company. For the position of Data Entry Operator in head office, STL now follows the same source as well.

- **Employee Referral:** It is one of the unofficial sources where other employees come up with their known candidates who fulfill the requirements of the vacant position. This source is practiced in the recruitment of almost every level including executives to interns.
- **Succession Planning:** Succession Planning is highly practiced at Square Toiletries Limited since they tend to create leaders inside the company rather than hiring leaders. They provide on the job training (OTJ) to the employees so that they can develop the employees as the leaders of tomorrow. There are examples in this company where an employee who joined as an executive is currently in one of the managerial positions. Moreover, this succession planning is practiced in almost every hierarchy level in the company however they find it more effective in the managerial levels.

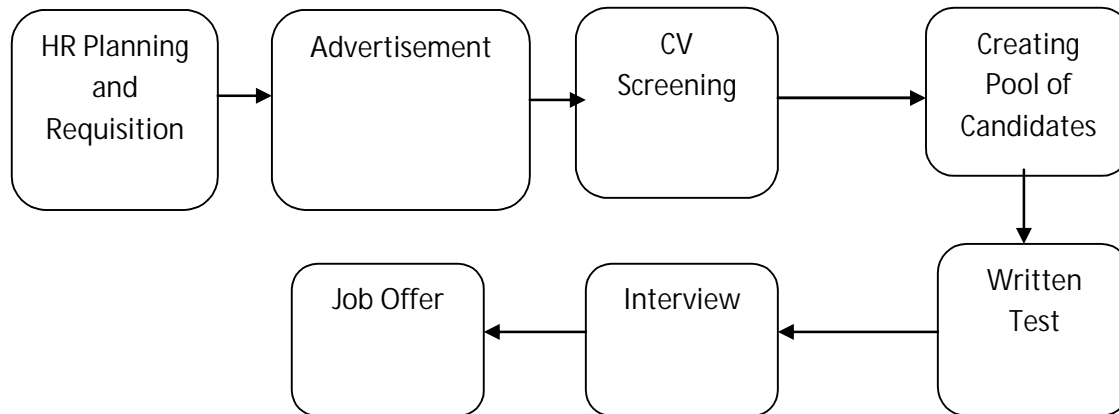
### 3.6 Recruitment and selection process:

The entire recruitment and selection process of Square Toiletries is coordinated by the HR department along with proper cooperation from the respective departments. This is considered to be one of the most important aspects at the company since proper selection of manpower can take the company to the right direction. However this recruitment process is quite challenging. It is hard to overemphasize the importance of effective recruiting. If only two candidates apply for two openings, there will be very little choice but to hire them. But if 10 or 20 applicants appear, there will be options to use the techniques like interviews and tests to screen out all but the best. In this case, Square Toiletries Limited has already created a very bright impression in the business sector which helps them to get flooded with applications every time there is a job opening in the company (Dessler, G. Human Resource Management).

STL always looks for top caliber people who have the motivation to develop themselves in their professional field. No matter the background STL always has a door open for top caliber person since this huge business require manpower from various background to run their different business operation. Therefore, HR faces a challenging role here to run the recruitment process of different types of candidates.

The overall recruitment and selection process of STL can be shown in the following flow chart:





**Fig: Recruitment and Selection process of Square Toiletries Limited**

Basically Square Toiletries Ltd. intends to look for the people who have strong caliber, enthusiasm about the job, passionate, smart and love challenging jobs. The people who are likely to work anywhere in Bangladesh and are multi tasking and also are interested to build up their career in the relevant are highly focused by the company. There are thousands of people working together in Square who has come from different culture and customs and working in verities of areas to perform their best for the company. Therefore, there are some criteria that need to be notified and those are described in the followings.

- Merit is the sole criteria for selection.
- Attitude is given as much weight age as functional competencies.
- Panel interviews comprising of Functional Head & HR Head.
- Sources for recruitment are through campus, employee referrals, internal job postings, newspaper advertisements and the internet.
- Positions of non-executive, jr. officer, executives include written examinations.
- Medical fitness is pre-requisite for all positions.
- There is an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

It is the HR department who actually undertakes all the necessary steps for the requirement when needed. Considering the requirement of the posts and its activities the HR people of the company usually try to find out and attract those candidates who are capable of and justified for the post.

Based on the job analysis, job description and job specification, the HR starts their recruitment process. There is a proper sequence of recruitment in SQUARE Toiletries Ltd which is given below:

- Needs Assessment
- Defining the position description
- Checking the recruiting options
- Advertisement
- Screening and Short – listing Applications/CVs
- Written test
- Selection interview
- Employment decision
- Offer letter
- Orientation / training
- Pre- employment medical check-up
- Placement
- Follow –up

Various steps of the recruitment process include different criteria selections which make the entire process worth. Starting from HR planning to make the job offer every step include various complex decision making which usually come from the respective department heads as well as others who take part in the process. Various steps of the recruitment process are described below:

**HR Planning and Requisition:** HR Planning at Square Toiletries is mainly done based on the historical data. Forecasting tools such as Trend Analysis is mainly used here to forecast the personnel needs in near future. Moreover, for the Sales department which

usually has the highest personnel needs over the year follows Ratio analysis keeping Sales Target as one of the variables. Therefore, the forecasting tools used are:

- Trend Analysis
- Ratio Analysis

**Requisition:** In order to fulfill a vacant position the respective department head raise a hiring requisition which goes to the HR department who sends it to the Managing Director who approves it officially. After the formal approval HR starts their procedure to fill up the vacancy accordingly. The raise of requisition leads to the next step which is selecting the recruitment source.

**Advertisement:** As discussed in the above chapter Square Toiletries Limited the following recruitment sources:

- External Sources: bdjobs.com, the Prothom Alo, the Bangladesh Protidin, Campus Recruitment
- Internal Sources: job posting, employee referral, succession planning

For the positions of executive levels advertisements usually post on bdjobs.com along with the presence of the internal sources through which CVs are also received. The non-executive level employees are generally recruited through newspaper advertisements as well as the internal recruitment sources. Moreover, campus recruitment is the latest inclusion in the recruitment sources of STL. STL attended a job fair organized by bdjobs at Dhaka Polytechnic Institute in January 2016. They successfully collected CVs of 500+ fresh graduates which they later on used during the recruitment of Machine Operator, Lathe Machine Operator etc.

The advertisements are usually generated by Mediacom (a concern of Square group). Some sample advertisements have been attached in the appendix part of this report.

**CV Screening:** CV screening starts right after the advertisement go to the web/newspaper. CVs are sorted keeping some common criteria in mind. Some of the basic criteria to create a pool of candidate from the received CVs are:

- Education: CGPA above 3.00/ No less than second division

- Experience: Based on the position applied for
- Age: Depends on the position applied for

Depending on the position these above mentioned criteria may differ or excused. STL accepts CV both the soft copies as well as hard copies hence they end up having piles of CV after every advertisement go public. CV sorting keeps going until the deadline of CV sending. At the end the sorted CV are re-sorted to ensure that the best applicants get the opportunity to take part in the recruitment process. Despite being this is the responsibility of the executives, in many occasions as an intern I was given the responsibilities to sort the CV.

**Pool of Candidates:** When the CVs are done with sorting, all the shortlisted CVs are taken to the AGM-HR who reviews all of them before sending them to the respective department head. The departments head make the final sorting where usually a few numbers of candidates get rejected due to some relevant disqualifications. Hence, after the final sorting a pool of candidate is ready and the recruitment process comes to an end.

**Written Exam:** The selection process starts with the written test. At Square Toiletries Limited it is mandatory to sit for the written test for all positions except Sr. Executive and above. For the field force of sales department Regional Sales Coordinator and above are not required to sit for the written test.

Written test questions are set with collaboration with the HR and the respective department. For executive levels the questions comprises an aptitude test along with some theoretical questions/case study. The aptitude part tests include the following parts:

- English
- Mathematics
- Analytical Ability

The theoretical part is set by the relevant department which tests the job related knowledge of the candidates. Furthermore, for some bottom level employees some general knowledge/ current affairs questions replace the theoretical part. A candidate needs to get a certain percentage marks both subjective (theoretical) and objective (math, eng, analytical) part in order to progress to the next step of the recruitment. Again,

according to the requirement of the job a candidate may have to face a practical test (computer test, machine operating, driving test etc).

**Interview:** After successful completion of the written test candidates are asked to face and interview as a part of the selection process. This is the most crucial part of the selection process where the final decision is made regarding the selection of the candidate.

At STL all the interviews conducted are panel interviews. Panel interview which is also known as board interview is defined as an interview conducted by a team of interviewers (AGM-HR along with the relevant department head and others) who together interview each candidate and then combine their ratings into a final ratings into a panel score. This panel format enables interviewers to ask follow-up questions.

Assessing the candidates is the most crucial part of the interview. Two different interview evaluation forms are used at STL to evaluate the performance of the interviewees. Both the forms have some different criteria which are marked individually by all the interviewers to find the best candidate for the position. The criteria evaluated during interviews are:

#### Executive Level

<b>Education</b> (Relationship between job and position available)
<b>Experience</b> (Relationship between work experience and position available)
<b>Circumstances</b> (Relationship between social standing including present salary, marital status, dependents etc. and the position available)
<b>Impact</b> (How does he/she present himself/herself and create impression on others)
<b>Knowledge advancement</b> (is he/she aware of the technological advancement in his/her professional field)
<b>Communication</b> (how articulate is he/she is putting ideas across and also his/her ability to comprehend problems)
<b>Maturity-attitude</b> (expectations, initiative and desire to advance)
<b>Judgment</b> (logic, opinion and soundness of reasoning)

#### Non-Executive level

<b>Education</b> (Relationship between job and position available)
<b>Experience</b> (Number of jobs, progression, reasons for leaving etc. and relevancy to our requirements)
<b>Reflex</b> (Comprehension of the problems/ questions put forward and instinctive response to those)
<b>Impact</b> (How does he/she present himself/herself and create impression on others)
<b>Depth of knowledge</b> (job related knowledge)
<b>Communication</b> (oral expression and articulation)
<b>Maturity attitude</b> (self-confidence, independence and flexibility)
<b>Safety awareness</b> (is he/she conversant with common safety procedures)
<b>Motivation</b> (initiative and desire to continue and advance on the job)
<b>Any other skills</b> (any special skill that may help in doing multi-skilled job)

Each of these above mentioned criteria are assessed during interviews and being marked out of 5 individually for each candidate. Lastly, average mark from each interviewer is taken into consideration to make the final decision.

**Job offer:** Finally the job offer is made to the selected candidate through a formal job offer letter signed by the GM-HR. This letter details all the job related information including probationary period for the job, benefits, allowances etc. If the candidate accepts the job then HR issues the appointment letter to the candidate which ensures the candidate has been hired for the particular position. On the day of joining a formal joining letter is provided to the employee as well.

# Chapter 4

## Findings and Recommendations

## **4.1 Findings:**

One of the core objectives of this report is to identify the problems of the recruitment process of Square Toiletries Limited. After working there as an intern I had my own observations as well as after interviewing the employees/candidates I have come up with the following findings:

- For the new employees they hardly go for background check. Work history and academic history verification prior selecting an employee is highly important in order to avoid any problems in future. Without background check someone can easily get into the job by showing some fake/duplicate documents. According to the AGM-HR of STL, “In Bangladesh’s perspective it is problematic to do cross check the criminal records, driving records etc. If any suspicious issue occurs we sometimes contact the previous employer.” Hence they do not go for it unless highly necessary. However, previous employment history can be done but they do not go for it if the candidate can show an experience letter/release letter/resignation letter.

Similarly STL does not contact the referees that a candidate shows in the CV which ultimately again keeps the background unchecked. Some authentication of the candidates’ information can be done by contacting the referees.

- STL only provides On the Job (OTJ) training to their new employees. In my observation the new employees especially the fresh graduates struggle badly in their early days. There are no specialized training designed here to make a new employee ready to take the upcoming challenges. Newly joined employees usually take the most of their provision period to learn the organizational culture and other necessary issues.
- In order to maintain employee personal files, STL keeps all necessary documents as hard copies. As a result they end up having piles of paperwork for each employee. For a company having 2000+ employees it would be better to have a computerized inventory system. Currently the management is too reluctant to bring a new system to replace the existing system since they believe in order to introduce a new system they may have to hire new employees as updating software for 2000+ employees is a great hassle. Similarly, some employee do not want to get rid of the old fashioned personal files as they are quite used to with this for a very long time.
- Interview evaluation forms are not completed by all the interviewers, rather they only fill up the form of the selected candidate and keep the rest incomplete. Sometimes, the



incomplete forms are often filled up with random marks to end the process. According to one of the employees, “this type of irresponsible work is unexpected from the managers (interviewers).” This happens mostly because of the laziness of the interviewers.

- For the post of Sales Supervisor STL included some case studies in English in the written test questions. Considering the educational qualifications and experiences of Sales Supervisors it was really a bad move as at the end they badly struggled and the recruitment was not successful on that occasion. According to the manager of Sales Department it had been an experiment since their recently recruited Sales Supervisors were not performing well. As a result they wanted to bring some changes in the recruitment process by including some case studies in English so that they can find better quality employees. Latterly, it ended up being another disaster.
- Before joining in their respective market the Sales Supervisors have to attend an in-house training program at the head office. Their training performance is evaluated in two different ways: i. written test based on previous day's sessions ii. a final interview. Nevertheless, their written evaluation sheets on most occasions remain unchecked and they go to their personal file in the same way. One of the trainers described this issue as, “The actual evaluation is based on the final interview, the written evaluations can't test their learning”

Therefore, the trainees attend the training without any proper feedback before they face the final interview. As a result, they become demotivated toward the training and it impacts their final evaluation.

- From the candidates' perspective the financial benefits offered by the company can be little more competitive comparing to the competitors of the same industry. Square Toiletries focuses more on the non-financial benefits which are not enough to keep them motivated.
- My own observation says that the venue used for the written test at STL is not large enough for heavy recruitment purpose. The training room currently being used can hardly accommodate 50-60 persons at once. As a result they have to use conference room, canteen, employee desk etc to conduct written test.

The current recruitment process can be much developed and can be more effective by identifying the existing problems of the process. The above mentioned problems can be a key for the HR if

they take it positively. However, in order to terminate the above mentioned problems they may have to increase their existing budget. Inclusion of new software, new training programs, hiring new employees, revising the existing salary structure, bigger training venue etc all these require some additional budget inclusion. In contrast, some other drawbacks such as interview form, background check, making timely medical test etc are happening mostly because of the lack of interest from the management. To get rid of some of the problems such as inclusion of software, larger training venue, and better salary packages; the company may have to implement long term plans but the result inevitably will be positive in the long run.

Hence, the recruitment process has got plenty of options to improve and make it more effective. Currently the way it is going on should not be marked as an ineffective one rather the above mentioned reviews can help to take it into a high quality standard.

## 4.2 Recommendations:

Some recommendations from my perspective in order to make the recruitment process better and more effective:

- For the executive level employees some additional steps such as case study presentation, group discussion etc can be included in the recruitment process especially for the executive level. After attending the written tests the shortlisted candidates can be asked to solve a case study and make a presentation/ take part in a group discussion. Inclusion of such steps will make the process much more effective to judge the quality of the candidates. Nevertheless, it will be a great practical learning experience for the candidates too.
- To get rid of excessive paper work HR can initiate the use of software which will be saving all the documents of employee's personal file. Many top organizations in Bangladesh currently documenting employees' information in such way.
- Since the interview evaluation forms are not filled properly bringing some modifications in the form can help the interviewers to fill the form more easily and quickly. A new design in the forms can be brought which will be pre-marked and interviewers will be required to put ticks to mark an individual.
- Some specialized induction program should be introduced for the new employees (especially for the fresh graduates). A training program comprising a comprehensive company introduction, factory visits, introduction to respective department and other relevant departments, introducing technological uses etc should be done in order to make things easier for a new employee.
- The company can control the size of applicants' pool by using better, clear and specific words in the advertisements they publish. By mentioning the minimum educational qualifications, preferred institutes etc it can be done. Especially for bottom level employees, HR department should mention the pay structure along with other benefits.
- STL should start getting involved in the job fairs more. By participating in the job fairs in renowned business schools and engineering institutions they can create a positive impression as a top employer. Their first ever presence in a job fair took place in the year 2016 in Dhaka Polytechnic institute. In order get the job applications from other

background candidates they should take part in the job fairs arranged in top business schools and engineering institutions etc.

## **Conclusion:**

Despite having large presence of other multinational toiletries and cosmetics companies in Bangladesh, Square Toiletries is doing a great job with their all-around product line. Toiletries industry is contributing largely in the economy of this country by their huge annual turnover, local production, exports and last but not the least by creating employment opportunity to ample of people. Since their product line is something that will have a demand among people almost forever, this industry is not expected to decline at a significant level in near future. Inclusion of new competitors will make the current companies more competitive, strategic and stronger to face the upcoming challenges.

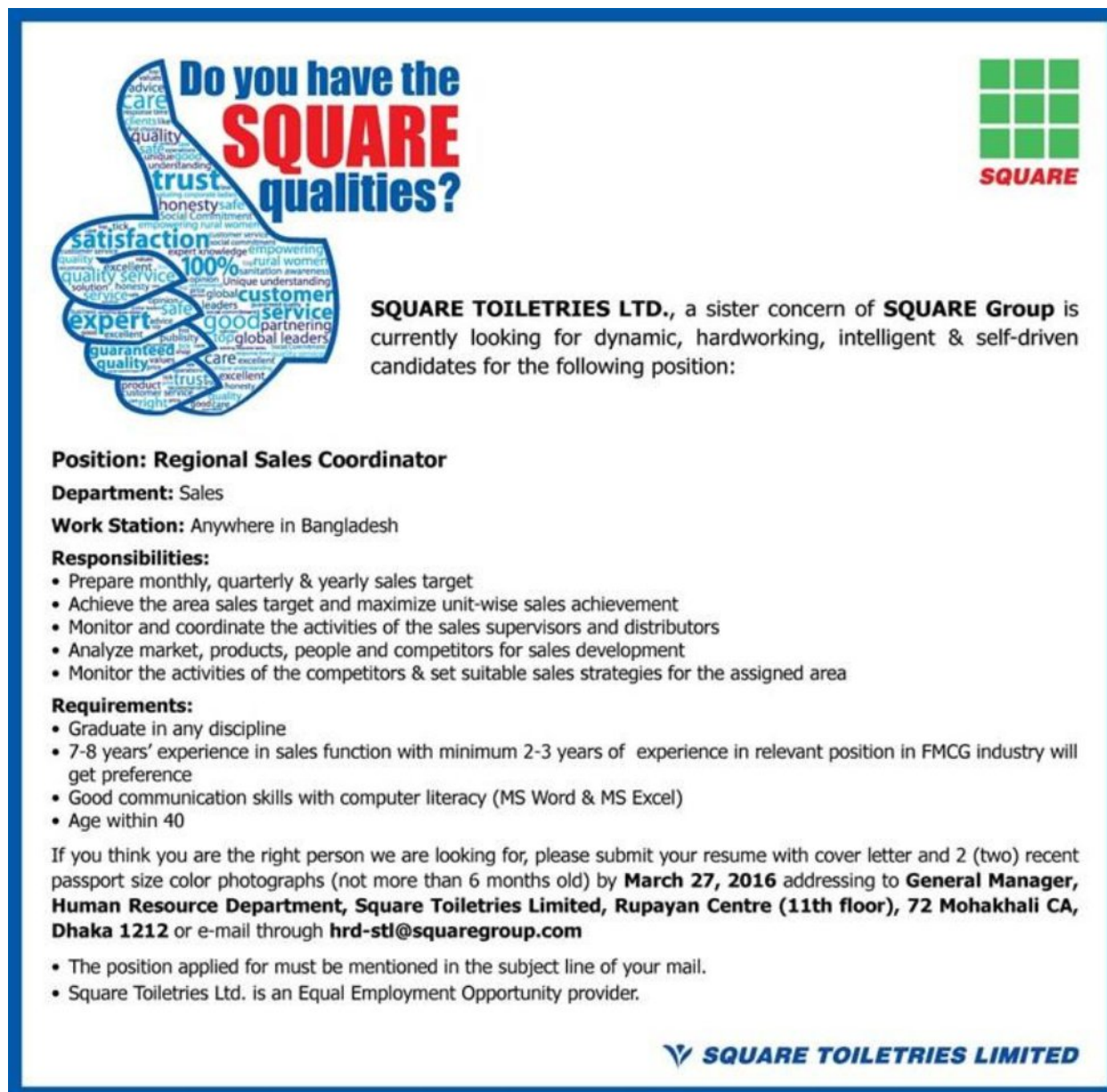
With its decade long business Square Toiletries Limited employing plenty of people at its various sectors every year. They have a wonderful HR team which is taking care of this massive manpower. Starting from recruitment, abiding the labor law, maintaining all necessary HR operations every essential activity are here properly run by the HR department. Similarly they are running their recruitment in a smooth manner. This report showed an in-depth analysis of their recruitment process along with some problem identifications as well as some possible solutions as recommendations.

Finally, the contribution to the country's economy will continue to grow with the input from the toiletries and cosmetics industries. From its own position Square Toiletries Limited will run and keep growing with the help of their fruitful manpower. With the wonderful contribution of manpower it will continue to assist in the country's economic development as well as promote itself as a potential recruiter of this country.

# Appendix

## Job advertisements

a.



**Do you have the**  
**SQUARE**  
**qualities?**

**SQUARE**

**SQUARE TOILETRIES LTD.**, a sister concern of **SQUARE Group** is currently looking for dynamic, hardworking, intelligent & self-driven candidates for the following position:

**Position: Regional Sales Coordinator**  
**Department: Sales**  
**Work Station: Anywhere in Bangladesh**

**Responsibilities:**

- Prepare monthly, quarterly & yearly sales target
- Achieve the area sales target and maximize unit-wise sales achievement
- Monitor and coordinate the activities of the sales supervisors and distributors
- Analyze market, products, people and competitors for sales development
- Monitor the activities of the competitors & set suitable sales strategies for the assigned area

**Requirements:**

- Graduate in any discipline
- 7-8 years' experience in sales function with minimum 2-3 years of experience in relevant position in FMCG industry will get preference
- Good communication skills with computer literacy (MS Word & MS Excel)
- Age within 40

If you think you are the right person we are looking for, please submit your resume with cover letter and 2 (two) recent passport size color photographs (not more than 6 months old) by **March 27, 2016** addressing to **General Manager, Human Resource Department, Square Toiletries Limited, Rupayan Centre (11th floor), 72 Mohakhali CA, Dhaka 1212** or e-mail through **hrd-stl@squaregroup.com**

- The position applied for must be mentioned in the subject line of your mail.
- Square Toiletries Ltd. is an Equal Employment Opportunity provider.

**SQUARE TOILETRIES LIMITED**

The job posting advertisement for the position of Regional Sales Coordinator (RSC) of Sales Department. It was published in bdjobs.com in March 2016.

b.

**আবশ্যিক**

**ISO 9001:2008** সনদপ্রাপ্ত এবং দেশের অন্যতম শীর্ষস্থানীয় টয়লেট্রিজ ও কসমেটিক পণ্য উৎপাদনকারী প্রতিষ্ঠান স্কয়ার টয়লেট্রিজ লিমিটেড-এ নিম্নোক্ত পদে জরুরিভিত্তিতে কিছু সংখ্যক পরিশ্রমী ও উদ্যমী প্রার্থী প্রয়োজন।

**পদের নাম:** বিক্রয় প্রতিনিধি  
**কর্মস্থল:** বাংলাদেশের যেকোনো স্থান

**দায়িত্ব ও কর্তব্য:**

- স্টেশনারি, ঔষধ, মুদি ও টং দোকান থেকে অর্ডার নেয়া
- পার্টি-ভিত্তিক পণ্য সরবরাহ নিশ্চিত করা
- বিক্রয় লক্ষ্য অর্জন করা
- পরিবেশকের সাথে সুসম্পর্ক বজায় রাখা

**প্রয়োজনীয় যোগ্যতা ও দক্ষতা:**

- স্নাতক অথবা সংশ্লিষ্ট ক্ষেত্রে ২-৩ বছরের বাস্তব অভিজ্ঞতাসহ উচ্চ মাধ্যমিক পাশ হতে হবে
- দেশের যেকোনো স্থানে চাকরি করা এবং ব্যাপক ভ্রমণের মানসিকতা থাকতে হবে
- বয়স অনূর্ধ্ব ২৭ বৎসর

উপরোক্ত পদে আগ্রহী প্রার্থীদের সম্মতি তোলা দুই কপি পাসপোর্ট সাইজের রঙিন ছবি, শিক্ষাগত যোগ্যতার যাবতীয় সনদপত্রের সত্যায়িত ফটোকপি, জাতীয় পরিচয়পত্রের ফটোকপি, জীবনবৃত্তান্ত এবং স্বহস্তে লিখিত আবেদনপত্র আগামী ১৫ মার্চ ২০১৬ তারিখের মধ্যে মহাব্যবস্থাপক, মানবসম্পদ বিভাগ, স্কয়ার টয়লেট্রিজ লিমিটেড, রূপায়ন সেন্টার (১১ তলা), ৭২ মহাখালী বাণিজ্যিক এলাকা, ঢাকা ১২১২ ঠিকানা বরাবর পাঠাতে হবে।

মনোনীত প্রার্থীদের নিম্নোক্ত ঠিকানায় লিখিত ও মৌখিক পরীক্ষা অনুষ্ঠিত হবে-  
**বড়ডা:** উত্তরা ট্রেনিং ইনস্টিটিউট, ভাই পাখলা মাজারের পিছনে, বড়ডা  
**ঢাকা:** স্কয়ার টয়লেট্রিজ লিমিটেড, রূপায়ন সেন্টার, ৭২ মহাখালী বা/এ, ঢাকা ১২১২

**চট্টগ্রাম:** স্কয়ার টয়লেট্রিজ লিমিটেড, ১/সি বায়েজিদ বোস্তামি রোড, পূর্ব নাসিরাবাদ (মিমি সুপার মার্কেটের পাশে), চট্টগ্রাম  
**বরিশাল:** স্কয়ার টয়লেট্রিজ লিমিটেড, ১৪০৬ রাজকুমার খোষা লেন, সিএনবি রোড, হাতেম আলী কলেজ চৌমাথা, বরিশাল  
**সিলেট:** স্কয়ার টয়লেট্রিজ লিমিটেড, ৪৪ পায়রা দর্শন দেউরী, সিলেট

প্রার্থী উপরের যে কেন্দ্রে পরীক্ষায় অংশ নিতে ইচ্ছুক তা অবশ্যই খামের উপর উল্লেখ করতে হবে।

**SQUARE TOILETRIES LIMITED**

Advertisement posted for the position of Sales Representative for the sales department published in the daily Prothom Alo. The advertisement does not provide any information regarding the salary structure or other benefits.



### **c. Questionnaire**

The set of questionnaire used to collect information from employees and candidates.

#### **Employees:**

1. Why does the company post job advertisements in two particular sources? Is there any plan of adding more sources?
2. What are the criteria followed by the company to shortlist CV?
3. Why do you think the questions prepared for the written exams can judge the applicants quality properly? How do you relate the written test questions with the relevant job description?
4. What was the reason of putting case studies in the question papers of Sales Supervisors (they struggled with them)? Don't you think it was a bad move to make experiment on that level?
5. Why don't the other employees of the sales department (RSC and above) attend written exams too?
5. There are two different interview evaluation forms for Executive/Non Executive level? How effective are they? Should there be one form for both levels?
6. What are the key criteria evaluated during interviews? How do you relate the criteria with the relevant job description?
7. Why is there a different interview evaluation form for the post of Sales Representatives?
8. Do you make the background check for the new employees? Any major discrepancies found during the background check?
9. What are the trainings company offers to the new employees (esp. fresh graduates)? Why On the Job training is considered to be a better option in this company?
10. How does the company evaluate the outcome of the training? What are the key criteria evaluated?
11. What are the limitations of these training programs?
12. What are the key strategies/benefits offered by the company to keep the employees motivated?
13. Are they effective enough? Any plan of adding more non/financial benefits with them?

14. How does the company implement succession planning? What are the levels where succession planning had been successfully implemented/ Any failure? Is it more effective comparing to the external recruitment sources?

15. What do you think are the key reasons of leaving this company? Current turnover rate?

16. Please mention some of the 'negative side/ limitations / points to improve' in the recruitment process from your view.

**Candidates:**

1. What attracted you to apply at Square Toiletries Limited?

2. Why do you believe the written test/ interview actually tested your skills?

3. Did you find the interviewers biased in any means? Why do you think they are judging candidates appropriately/inappropriately?

4. Is the training provided by the company effective enough for you to get used to with the job? What are your opinions regarding the training evaluation result?

4. Do the benefits/ allowances offered by the company fulfill your expectations?

5. What are the areas needed to improve your job satisfaction?

6. Please mention some of the negative side of the recruitment process from your view.

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